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OFFICE OF PERSONNEL ANNUAL REPORT - FY 1974

SECTION A. GENERAL

Fiscal Year 1974 was a remarkably successful year for the Office of Personnel. It was a year in which the Recruitment Division noted the availability in abundance of able, well-qualified young men and women at the M.A. degree level and above, in the liberal arts/humanities fields, with proficiency in one or more foreign languages, often with significant military intelligence experience, and available for employment for virtually all generalist positions in the Agency including the Career Training Program. In more specialized categories, beginning level engineers were in short supply and highly competitive. The restoration of advance-step-in-grade hiring eased the problem somewhat. Economists at all degree levels were in good supply, as were junior level mathematicians, computer specialists, chemists, and physicists. Experienced computer specialists and systems programmers were harder to come by because of salary competition. Accountants, geographers, cartographers, and library scientists were a "dime a dozen," with the latter three categories virtually impossible to place. Psychologists, especially those whose training and interests were primarily in the areas of personal assessment (rather than research), were available in sufficient supply to meet the needs of OMS/Psychological Assessment Staff. On the other hand, while General Medical Officer applicants for contract, overseas positions were also in adequate supply, following their referral to OMS they withdrew their applications at a rate that baffled Recruitment Division.

Generally, the only professional level recruitment requirements that posed any serious problem for the Recruitment Division during FY 74 were for linguists with native-level proficiency in selected languages (Arabic, Polish, Portuguese, Russian, etc.). Native-level proficiency was, of course, available but security impediments (e.g., foreign relatives) eliminated most candidates.

In the area of clerical recruitment, during FY 1974 RD enjoyed substantially less success than planned. Committed by Management Objective to increase the input of qualified clerical referrals from [REDACTED] RD was 25X9 able to provide only [REDACTED] applicant cases. An analysis of the problem suggests that it will be necessary to reorder the priority given to clerical recruitment and to, somehow, improve the image of the Agency (vis-a-vis "Watergate," the "Administration," and "Federal Service") so that the declination to submit formal application (ostensibly because of parental disapproval) can be reduced.

The Office of Personnel was gratified with its success in FY 1974 in recruiting qualified Black professional and technical candidates. Committed through MBO to increase its input of such referrals to [REDACTED] 25X9 referrals were made, an increase of 20% over planned performance. As a result of the Director's admonition to senior officials, a number of Black applicants were actually put in process and [REDACTED] new Black professional and technical employees entered on duty. 25X9

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25X9 During FY 1974 as in previous years, the Staff Personnel Division's primary role was in providing a bridge between Agency components and recruiters and applicants. The Agency entered the year with [redacted] employees 25X9 on duty and a goal of reducing strength at least to [redacted] by 30 June 1974. 25X9 At year end, [redacted] were on duty, despite the addition of [redacted] new employees 25X9 during the year.

The combination of a greater than usual number of professional applicants, special requirements for handling minority applicants, and a less than adequate staff to handle the volume resulted in an unacceptable backlog in the professional applicant review and hiring process. Some procedural and staffing changes were made in order to alleviate the situation.

Fiscal Year 1974 saw the Office of Personnel expand its personnel management responsibilities by providing increased guidance and support at all echelons in planning and evaluating the effectiveness of personnel management action. In June 1973, the CIA Management Committee directed the Director of Personnel to develop "a study group to make specific recommendations for changes in the career service system" Immediately the Plans Staff prepared a chart outlining the proposed areas of activity for the newly formed Personnel Approaches Study Group (PASG); and, after considering various possibilities, PASG decided to rely directly on the Plans Staff for its full support. A personnel careerist, substituting for an ailing Staff member and a career trainee on interim assignment were the only additional resources made available to the Staff during this period. The PASG Report was approved by the Management Committee on 8 January 1974, with an amendment deleting the 3-year provisional period and with guidance pertaining to super-grade review and operation of the Executive Career Service. Subsequently, the Staff drafted the Employee Bulletin, New Approaches to Personnel Management, which was signed by the Director on 1 April 1974. The Staff is now serving in a consultative role to the Directorates as they implement the PASG recommendations.

The Review Staff provided staff support to the Directorates in their development of the Personnel Development Program (PDP), and the Annual Personnel Plan (APP). Initial progress in establishing these programs was slow. However, with the establishment of firm reporting dates for the Fall of 1973, OP was able to present consolidated reports with analysis and comment for review by the Director in early 1974. The Review Staff also prepared major revisions of Agency regulations to implement the "New Approaches to Personnel Management" as approved by the Director.

The environment throughout the Agency in FY 74 was favorable for the accomplishment of the objectives established for the Position Management and Compensation Division. The survey program received general acceptance through recognition of the benefits in improved organization and position

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structure and employee utilization. Further, support of the program has been received from the highest levels in the Agency.

All in all, both the external and internal climate during the year was such that OP had little difficulty in achieving its prime objectives. 28 of the 36 OP objectives were completed as scheduled or exceeded planned performance; 4 objectives were dropped during the year; 2 had no significant action taking place; and only 4 of the 36 missed the original performance target by any significant degree.

SECTION B. PERFORMANCE AGAINST FY 1974 OBJECTIVES

The 36 OP objectives established for accomplishment during FY 1974 were as follows:

1. Provide a phased input of [redacted] new applications of qualified candidates for professional employment. This objective was missed completely. The target was to reduce the number of new applicants referred and still increase the number put in process for employment. The number of applicants referred exceeded the planned referral goal of [redacted]. The excessive number is attributed to the overabundance of qualified personnel in the market as discussed above. 25X9
2. Increase by 15% the number of Black professional/technical applicant case referrals against FY 74 and FY 75 requirements. For a variety of reasons success in the accomplishment of this objective was minimal during the first part of the year. There was intense competition for well-qualified young Black professional and technical personnel. Relatively few Blacks were trained in academic fields of interest to the Agency (in 1973 there were fewer than 500 Blacks graduating from engineering schools, virtually none studying Slavic, Oriental, or Near East languages, and few in Computer Science, etc.). And there was indifference and, in some instances, hostility to the Agency and its employment offerings. Nonetheless, by the end of the Fiscal Year OP was able to increase the number of Black referrals from 97 in FY 1973 to 138 in FY 1974, an increase of 42.3% in FY 1974 and an exceeding of planned performance by 27.3%.
3. To increase by 10% the number of clerical applicant cases referred over FY 1973 input. The Recruitment Division produced [redacted] clerical referrals during FY 74, 42% short of its planned objective. A number of factors, some controllable, others not, contributed to the situation, a decrease of 14.4% from last year's production. 25X9

Late in the first quarter of 1974 a shift in clerical requirements called for rethinking of traditional recruitment techniques and sources, especially in the area north of Washington. A drop in requirements for qualified clerk stenographers and clerk secretaries in the GS-04 and GS-05

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range was accompanied by an increase in requirements for clerk typists and messengers. Recruiters who had usually concentrated on the many excellent junior colleges, community colleges and business schools in their areas for stenos and secretaries were obliged to develop new approaches to sources of not so highly qualified personnel.

Many recruiters reported a significant drop in the rate of applications from applicants who had been interviewed, tested satisfactorily and who appeared interested. They could only conjecture that the attitude of many applicants (especially in the face of parental objection) was negatively influenced by the atmosphere surrounding the Washington Area and the Federal Service. Too, the cost of living in the D.C. area for GS-03/04 clericals also appeared to have some bearing on the drop in responses.

4. Reduce by 25% the average time clerical employees spend in the TAS in FY 1974 (based on FY 72 and 73 experience). Since the majority of clerical employees are only partially cleared for Agency employment when they enter on duty, they remain in the TAS until all clearances have been processed. The cost for the program is a product, therefore, of both the number of employees in the TAS and the amount of time they spend in TAS. Also the longer an employee stays in the TAS in a hold status, the more negative are his attitudes about the Agency. The objective was intended, therefore, to reduce costs and improve employee attitudes.

The FY 72 and 73 average time in TAS was 4.4 weeks. The FY 74 average time was 2.0 weeks, a better than 50% improvement over the FY 72 and 73 average. This improvement was achieved primarily as a result of our reducing the number of partially cleared clerical employees and increasing the number who entered on duty with full clearances.

5. To reduce from 60 to 45 days the average time consumed from receipt of applications in PSB to initiation of security and medical clearances. Past experience and records indicated an average of two months was consumed in reaching the decision to employ an applicant. By carefully monitoring the time which components held applicant files we were able to exceed our original goal and reduce the average time to 37 days in FY 74.

6. To improve service to operating components by relieving them of responsibility for pre-employment processing of staff type contract employees. One of the roles of the Staff Personnel Division is to coordinate screening, testing, and clearance processes to achieve the employment of applicants. Historically, the Division provided this service only for regular staff employees and individual Agency components processed contract employees. Since the steps involved in the process were essentially the same for staff employees as for contract employees, it seemed both logical and efficient to centralize this function. The objective has been accomplished, but some monitoring will be required to ensure that Agency components do not fall back into the "do it yourself" habit.

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7. Identify direct Office of Personnel manpower costs to recruit and EOD professional, clerical, and technical appointees by Office. From the beginning, this objective was not clearly and fully understood by all those connected with it. At first, one definition assumed that the objective was to identify total Agency recruitment costs. This was refined to mean only OP costs. Also at first, responsibility for completing the objective was divided between Recruitment Division and Staff Personnel Division. This proved unworkable and responsibility was assumed by SPD. Some views still hold that it should be feasible to identify recruitment costs by category of employee, by office of assignment. For example, does the Physical Scientist for OSI cost more or less than the Engineer for OEL? Experimentation with various attempts to collect and refine cost data has shown that if there are differences between the above, they are insignificant. Differences in recruitment costs of clerical employees as contrasted to professionals do exist and have been identified.

To summarize, the objective was limited to identifying OP costs and to distinguish between clerical and all other kinds of employees. For FY 74, OP costs for clericals amounted to \$708 per person hired and \$2229 for each professional, technical, wage board, or military detailee who entered on duty with the Agency.

8. Reduce by 10% the time expended between initiation, processing, and approval of applications for retirement in FY 1974 (based on FY 73 experience). Although the objective is considered complete, OP has to this date not confirmed that a reduction of 10% has been accomplished. RAD retired [REDACTED] persons from the Agency in FY 1974, prepared [REDACTED] annuity estimates, and conducted [REDACTED] individual briefing sessions to explain retirement benefits to prospective retirees. Against this background all personnel interested in retiring were thoroughly briefed on schedule with no loss of assistance, and retired on the dates scheduled for their departure with quality treatment in all respects.

9. Reduce by 10% the time expended in processing insurance, overseas medical and Office of Employee Compensation claims. The Overseas Medical claims and the OFEC claims were processed in 15% less time than in FY 1973. However, because of a significant increase in health benefits claims, [REDACTED] it took longer to process these claims than in FY 1973. Procedures were revised which resulted in a revision of claims processing, however, and some benefits were derived from the objective.

10. Reduce by 50% the number of special life insurance premium payments processed manually. Payroll deductions commenced in August and in October premium payments were made to the underwriters as a result of payroll deductions. As a result of the payroll deductions, one position was eliminated. To date it is estimated that 93% of the insurance premiums are processed by payroll deductions.

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11. Increase by 10% the number of Position and Manpower Utilization surveys in FY 74 (based on FY 73 experience). Total surveys completed during the Fiscal Year amounted to 27 which was 17% above the number for 1973 of 23. The surveys involved complete evaluation and review of activities of the components including development of job descriptions and reports covering organizational, staffing, and utilization problems as well as recommended solutions and proposals for improvement. The survey reports were substantially more comprehensive than has been the practice in the past and acceptance by operating components has been good. The results for the Fiscal Year for this objective were highly satisfactory and resulted both from the cooperation and support of operating components and management officials as well as from re-scheduling in order to accomplish the greatest amount of work possible.
12. To perform Field Survey of EA Division. Dropped as separate objective because operational problems in the overseas area precluded scheduling of the survey.
13. Perform records management survey of OP. The objective was accomplished as scheduled. It resulted in the destruction of approximately 50 cubic feet of hard copy material and the retirement of 17 cubic feet of files to the Agency Records Center.
14. Convert 50 cubic feet of hard copy OP documents in Archives to microfilm. The objective was met barring the limitations of the camera. It was obvious when the microfilming began that the pre-1955 reports in Archives were not filmable because they were photostats of the Position Inventory Trays and barely legible in their current form. This omission will necessitate the storage of five boxes of hard copy reports indefinitely.
15. Review all QAB master Biographic Profiles to make certain there is a Biographic Profile for each staff employee and staff agent on duty in the Agency as of cob 31 May 1973. Objective completed as planned without problems.
16. Review all QAB master code sheets to make certain the qualifications of all staff personnel currently on duty in the Agency as of 31 May 73 have been coded. The objective was completed in June 1973 as scheduled.
17. Update the Biographic Profiles covering each staff employee and staff agent assigned to the DCI component. Completed as scheduled, this objective resulted in the updating of 264 Biographic Profiles.
18. Complete by end of FY 74 retirement projections by Agency and Directorates for FY 75-78 and determine their implications for future age and grade balances and employee development requirements. The initial Plans Staff estimate of a minimum of [REDACTED] retirements was revised in January, May and June 1974 to reflect increases due to changes in COL legislation and management actions to reduce strength. While the initial estimate was only 67% accurate, the revisions estimating technique may be used in FY 1975. Preliminary tests of the new method have been close to 90% accurate.

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Estimates of Directorate retirements for the next five fiscal years were prepared, but with the exception of the DDO, they were not formally presented. A project was undertaken with the DDO Career Management Group to examine changes in DDO personnel flows including retirements and other separations as well as acquisition and promotion rates. Part of the payoff of examining Directorate retirement losses was a report projecting terminal annual leave payments by Directorate for the months of May and June 1974.

19. Identify all successful personnel approaches/practices/systems in use throughout the Agency and disseminate findings to Directorate management by the end of February 1975. In February 1973, the Executive Director-Comptroller gave the Office of Personnel responsibility for serving as the "clearing house" for the identification; review and sharing of personnel information related to successful approaches developed within the components and Career Services. The Office of Personnel was already the focal point for assistance to operating managers in carrying out their personnel management responsibilities.

In order to gain a better understanding of personnel practices in the Agency, Plans Staff developed a Personnel Practices Survey. In the pilot survey, representatives of five components were interviewed covering a wide range of personnel issues. The findings were analyzed and the results presented to representatives from each office throughout the Agency in a Symposium presented on 9 and 10 April 1974. In addition to the results of the pilot survey, ideas on training concepts and models and counseling principles and techniques were presented. OMS/PSS and PS, OTR, [REDACTED] OER, LOG, DDO, COMMO, and OP/SPD participated in the program.

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As a result of the PASG Report, new directives have been issued which give the Directorates more responsibility for personnel management in their areas. This new development changes the Staff's role. The Staff will no longer conduct the Survey as an Office of Personnel program but will conduct it, as requested, in its role as consultant to Directorate management. The Staff is currently surveying the offices in the DDM&S and will report its findings to the DDM&S Senior Personnel Resources Committee. The Survey is still valuable because nearly all of the questions relate to the sixteen-point program which the Deputy Directors are responsible for implementing.

There was full cooperation during the pilot survey and in presenting the Symposium. This could change in conducting the survey for the Directorates unless components accept that the only purpose for the Survey is to get a data base from which to begin developing uniform policies where warranted and beneficial, not to punish them for what they have or have not done in personnel management or to take a first step toward rigid uniformity.

20. Complete OP pre-implementation actions for conversion of data from present system to MAPS project STAFFING by the end of FY 75. This objective is in support of the DCI objective "To assure that the Data Management

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Centers will be in full operation and carrying out the designed functions of the MAP programs by the end of FY 1975, at no increase in projected costs.

The MAPS Project STAFFING involves an on-line system for the input and retrieval of organizational and position information throughout the Agency. Pre-implementation actions have included the design of forms, the development of procedures and handbooks, providing advice on implementation, and testing all aspects of the Project.

All the scheduled work has been accomplished and we expect that all details will be completed when the STAFFING Project goes into operation in September or October of this year. The results have been very satisfactory and we expect no problems on conversion to the new system.

21. In conjunction with MAP Staff to complete Office of Personnel pre-implementation actions for projects PERSIGN, PERFIT, POLAND, PERSTEP, and PERSEAS for conversion of data and operations from present systems to the new automated Human Resources Data Systems by the end of FY 75. All planned FY 74 milestones are complete. Note, however, that projects PERFIT, PERSTEP, and PERSEAS were dropped from the MAP priority list. They will be picked up after FY 75. Dual operation of Phase I for POLAND and PERSIGN is to begin shortly after the start of FY 75 and continue through October 74. This objective is also in support of the DCI objective for DMC for FY 1975.

22. In conjunction with MAPS Staff to complete "Specifications" review of all Office of Personnel Human Resources data items in sufficient time to permit MAPS to complete computer programming necessary to effect implementation of MAPS by the end of FY 75. This objective also supports the DCI objective on the DMC. PERSIGN and GAP were the only Segments left to review by the start of FY 74. The original milestone for completion of their review was October but the time extended through December. The delay was caused by OJCS stating that the reports under PERSIGN would not be programmed until FY 75 so SRB lowered the priority on the Specification Sheets to "Be done on an available time basis."

The sheets which were done for all of the projects will have to be reviewed again during FY 75 especially in light of combining Staff and Contract reporting into one system. Even without such a quantum change, the original specifications were written over two years ago and management concepts and thrusts have or will change before the reports are produced in late FY 75 or FY 76.

23. In conjunction with MAP Staff, design and procure forms required for input and output under the MAP program as required in FY 75. The designs and specifications of the forms were completed for Projects CAPER, STAFFING and CEMLOC in 1974. The design and procurement of forms for Projects PERSIGN, GAP, and PERSTEP will be completed in time for the implementation of the Projects in December 1975.

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24. Establish by the end of FY 1974 an internal OP ADP resource use accountability system consonant with the OJCS ADP resource allocation system. The OP internal ADP Resources Allocation and Accountability System was fully installed in April 1974. The system permitted a detailed analysis on the expenditures by project by OJCS resources (manpower, batch, timesharing, data preparation card processing and other) related to servicing Agency personnel data requirements levied by OP on OJCS. Installation of this system provided us the ability to analyze past expenses for non-MAP related maintenance and ad hoc requirements, as well as MAP project activity. Based on these data of past experience, more realistic projected costs have been developed which will provide a sound basis for OP and OJCS planning our future expenditures.

25. By the end of FY 74 to identify manpower costs to conduct position and manpower utilization surveys. This objective required the development of a reporting system, the testing of the system, the development of workload items and data, and the determination of costs to be allocated to each. The objective was met satisfactorily and the results accomplished fully meet requirements.

26. By the end of FY 1974 to identify by Office the manpower costs of the Qualifications Coding Program. This objective required preparation (and updating throughout the year as Offices were reorganized or retitled) of revised formats for Branch weekly reports to show Qualifications Coding production by Office rather than by Component as heretofore reported. Manpower costs by Office, based upon QAB's production figures for FY 1974, have been computed.

27. By the end of FY 1974 to identify by Office the manpower costs of the production of Biographic Profiles. This objective required preparation (and updating throughout the year as Offices were reorganized or retitled) of revised formats for Branch weekly reports to show Biographic Profile production by Office rather than by Component as heretofore reported. Manpower costs by Office, based upon QAB's production figures for FY 1974, have been computed.

28. Refine Annual Personnel Plan (APP) and the Personnel Development Program (PDP) acceptable to Management Committee and the Director by the end of FY 75.

Annual Personnel Plan. The first Annual Personnel Plan (APP) for the Agency was designed by OP/Plans and completed by the Directorates in FY 74. The Review Staff of OP provided guidance and assistance to the Directorates in the preparation of their individual Plans and then prepared the Agency APP for the Director. The consolidated Plan report was accompanied by an analysis and comments on areas of special interest to the Agency's overall personnel management program. The effect of the APP reports and statistics is already showing in a number of ways. The added emphasis EEO gained in the APP reviews has aided OP in its highly successful recruitment and placement of Black professional personnel in the past six months. Clerical recruitment has been influenced as a result of the Report which showed that only 67.9% of the Agency's stenographers used their shorthand even two hours a week.

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Using the experience of the first APP, including the individual preparations, the consolidation and the analysis, the APP was revised and expanded for FY 75. The principal change is the inclusion of an evaluation line on each chart to reflect the achievement or non achievement of the FY 74 goals.

Personnel Development Program. The guidances for the preparation of the first PDP (Executive Development) were distributed in January 1973 without a firm date for completion. Little or no action was taken by the DD's until September 1973 when the Director sent a memorandum to all DD's advising them of his intention to personally review their PDP submissions with them and formally appointing OP as the support staff for the Program. The various briefing outlines for the PDP's were completed in December 1973. The Director informally reviewed them and asked they be re-submitted in a uniform format for easier DD comparisons. The second submissions were delayed until late January 1974 to permit needed revisions caused by an unexpectedly large number of December 1973 senior retirees. The Review Staff then consolidated the Directorate PDP's into an Agency PDP report for the Director, and accompanied it with a memorandum of analysis and comment. Because of the nature of the Program, a critical evaluation of its value cannot be made for several years.

Both the APP and the PDP consolidated reports were presented and discussed by the Director at a Management Committee meeting. Subsequently he discussed the individual PDP's on a name by name basis with the respective DD's. Where he did not agree with the APP goals or the PDP plans, responsible officers were asked to submit revisions. As a further evidence of his interest in the Agency's personnel planning and management processes, the Director made a presentation of pertinent statistics for both plans to the Agency's senior managers in March 1974. The Review Staff assisted in the selection of the statistics presented, prepared the viewgraphs and wrote the comment sheets accompanying the individual charts.

29. During FY 74 and FY 75 develop and establish "MBO" management concepts and methodology as the basis for all FY 77 submissions. All FY 74 milestones were completed.

30. Provide guidance to OP components in adopting the MBO style of management during FY 74 and FY 75. All FY 1974 milestones were completed.

31. Review 20% of OP functions. Dropped as an objective in August 1973.

32. Determine in FY 1974, with the assistance of the MAP Task Force, computer information needed for manpower planning, analysis, trends, and projections. Dropped as an objective 9 January 1974.

33. Complete with the assistance of MAP, and SAS/OER by the end of FY 75, the development of personnel models and systems to analyze major problems of personnel management (retirements, inputs, age/grade makeup, etc.) Dropped as an objective 9 January 1974.

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34. Transfer trained personnel to the OJCS Data Access Center when required to implement new systems while maintaining effective coverage of existing functional and processing systems during test period. As of 30 June 1974 OJCS/DAC has not established a schedule for transfer of OP people to the DAC. This objective is in support of the DCI objective for the DMC.

35. Train TRB personnel for eventual transfer to the OJCS/DAC as the DAC assumes more TRB functions. As of 30 June 1974 OJCS/DAC has not established a schedule for transfer of OP personnel to the DAC. This objective is also in support of the DCI objective for the DMC.

36. Develop in FY 1974 a program of 11 sessions to brief 35 or more Personnel Officers each session on personnel technical matters and to share and discuss past experiences in solving personnel technical matters and to share and discuss past experiences in solving personnel problems. The sessions were attended by an average of 29 persons per session and were well received. Participants were involved in such topics as Management by Objectives, Transactional Analysis, Alcoholism and Letters of Instruction. The goal of 35 people per session was not met, however, and it's difficult to know the reason. Pre-enrollment for the sessions was always much higher than actual attendance which seems to indicate that last-minute emergencies or crises in the office were the problem rather than lack of interest. Perhaps our goal was a little too high but the program should still be rated a success.

SECTION C. OTHER FY 1974 ACTIVITIES

Numerous other activities were carried out by the Office of Personnel during the Fiscal Year. Some of the significant ones were as follows:

1. Cooperative Education and Summer Intern Programs. Even prior to the publication of the Affirmative Action Plan, increased emphasis had been placed on recruiting minority students for the co-op and intern programs. To this end, contact was made with eleven traditionally Black schools and three more with substantial minority populations. Prior to this Fiscal Year there was one Black student in the Agency's co-op program. Four are now on duty (out of 86 in the program) and three are in process (out of 26). There has never been a Black student in the Summer Intern Program. There are five in this year's program (out of 48 in the program.) We also have our first Spanish-surname student. We had one female co-op when fiscal year 1973 started. There are now three on duty and seven more in process. Fourteen summer interns are female.

2. External Employment Assistance. The objective here was to assist retirees and resignees to find, or prepare to find, other employment after departure from the Agency. The success in attaining this objective may be seen from these brief statistics. The officers working on this objective began FY 74 with 205 hold-over cases from FY 73 and added 401 new cases, to

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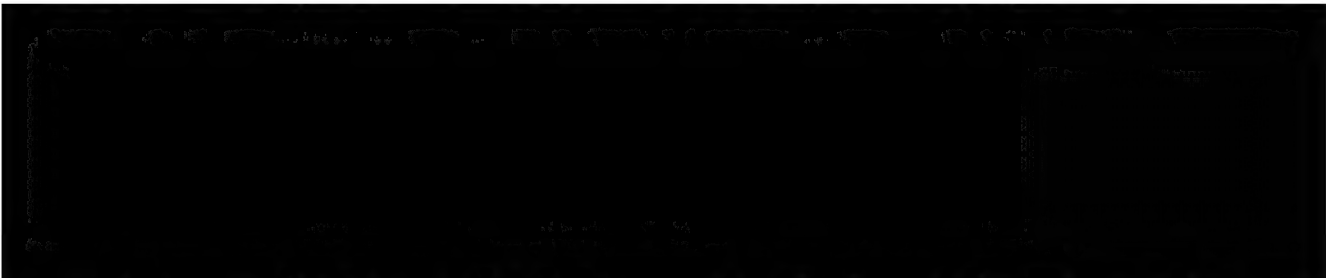
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give a total of 606 for FY 74. Of these, 60 wanted only resumes, 281 cancelled out to leave 265 active cases. By the end of FY 74, 141 of the 265 had obtained jobs, leaving a case load of 124 (of this latter figure, 18 are in suspense, 32 have not completed the preparatory documentation and 74 are active clients). A success rate of 141 out of 265 represents 53% effectiveness.

3. Post-retirement Annuitant Services. The objective is to administer retirement benefits to CIARDS annuitants and to assist both CIARDS and Civil Service annuitants in other matters to the extent possible. The indicator of success here is the absence of complaints of irregularities in the administration of CIARDS annuities and other benefits as well as from the "feedback" from annuitants expressing goodwill toward the Agency. 25X1A



5. Contract and Staff Agent Activities. The level of activity was much the same as in FY 73. There were 35 fewer contracts prepared in this fiscal year as compared to the previous year, but 63 more amendments were prepared than in the previous year. And as of 30 June 1974, there were staff agents on board -- a reduction of 28 from the on-board figure of 30 June 1973. 25X9

6. Review of Reorganization Proposals Resulting from Ceiling Reduction or Other Changes. Reorganization changes were involved in all components of the Agency. Some of the proposed changes were substantial and involved detailed review; the number for the entire Agency ranging from Complete Staffing Complements were developed for components. 25X1A

7. Wage Administration and Foreign Local Wage Schedules. Wage administration is a continuing function which involves changes in four separate schedules: (1) the Federal Wage System, (2) the Interdepartmental Lithographic Board System, (3) the Government Printing System, and (4) the Graphic Arts System. Numerous wage changes must be implemented for all of these systems and for the different areas which are affected. During the year in addition to normal changes there were changes resulting from the end of wage-price controls and the total number of changes approximated for foreign local employees of the Regular pay schedules were developed for the 10 foreign bureaus, with the pay systems to be consistent with local practice. In some cases the systems follow the Foreign Service Local Schedules but in other cases an Agency system is followed. STATSPEC

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While a substantial amount of employee time is involved in this activity, the actual workload is not predictable since changes depend primarily on changes in the foreign area.

8. Personnel Record Keeping Activity. A review of TRB/Files Section statistical reports for the past Fiscal Year indicated a general reduction in the number of Official Personnel Folders requested and the amount of filing material received. This is believed to be a natural trend since the Agency is undergoing a continual reduction in Staff ceiling. An increased workload in TRB was reflected, however, through an increase in the number of transcripts prepared and EOD files established. The most significant change was a 16% increase in the number of transcripts prepared, attributable for the most part to the large exodus of employees during FY 1973 who found other Government employment during FY 1974. There was an increase in EOD files established, due to the lack of hiring during FY 1973, when the Agency was under a major reduction in strength, rather than an increase in hiring during FY 1974. Also, during FY 1974 delegations of NSCA leveled off, and there was a decline in the number of SCD's computed, the latter resulting no doubt from the number of employees in LWOP status who did not return to duty and require a readjustment of their SCD.

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9. Benefits and Services Activities. Other Benefits and Services activities not subsumed in the objectives reported above include, amongst others, the administration of the Overseas Medical Program, the Honor and Merit Awards Program, the Blood Donor Program, the Combined Federal Campaign fund drive, and the processing of domestic and foreign travelers. Highlights of these activities included the following: the number of Overseas Medical claims were only 6 less in FY 1974 than in FY 1973, but there was a significant decrease of \$117,000 in the total amount of obligations for FY 1974; for the first time since 1970 less than 2,000 pints of blood were collected from Agency donors, resulting no doubt from a large number of regular donors either retiring or resigning in FY 1973; for the first time the Agency also failed to meet the CFC goal (the amount collected or pledged was 99.7% of the Agency's goal of \$285,144); and for the first time the UBLIC premium structure was changed to reflect graduated premium rates based on the age of the insured. Except for the personnel age 50 and over whose premiums were increased, the revision was enthusiastically accepted and the number of enrollees increased by 233. The Central Processing Branch also obtained more passports than in any of the past five Fiscal Years.

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SECTION D. RECOMMENDATIONS

Overall, the introduction of MBO to OP in FY 1974 was a success. OP managers who were skeptical of the system in the beginning were, for the most part, committed in the end and achieved most of the objectives that they had set for themselves. Although the success rate was excellent, and OP deservedly pleased, we found that we had undertaken too many objectives. Some of them were trivial and should have been tracked at the Office level, never at the DD/M&S level. For this reason, we have only scheduled 11 objectives for tracking at the Directorate level for FY 1975. OP will monitor the rest of its objectives, of course, in bi-monthly meetings between the Director of Personnel, his Deputies, and Division Chiefs.

FY 1974 revealed a decrease in activity in pre-retirement planning with the result that the counselors furnished by three Directorates (DDI, DD/S&T and DD/O) were not fully occupied (this had been reported previously, well before this annual report). Realizing that there will continue to be a significant case load in external employment assistance and that the departure of the two contract officers (30 June 1974) reduced the manpower available for this effort, it was planned that the three pre-retirement counselors will be merged with EEAB to provide one counseling branch. The idea is that a counselor will pick up a client in the pre-retirement phase, continue with him through actual retirement, and provide him external employment assistance after retirement (something of a "case officer" concept). This merger should serve two purposes: (1) Give the counselors a fuller workday and (2) augment the manpower brought to bear for external employment assistance.

In the Cooperative Education Program invitations have been received from 11 additional traditionally Black schools to explore the establishment of a cooperative education relationship. This should be done as soon as personnel resources permit. Several schools have stated that our chances of recruiting students, particularly minority, would be enhanced if we could provide some tuition assistance. A paper recommending that this be considered is being prepared.

Our Summer Intern Program and the Summer Fellowship Program of the National Urban League for young Black professors have not meshed from a timing viewpoint. We have now received permission from the Urban League to write selected Summer Fellows in advance of the publication of their resumes to see if they would be interested in our Summer Intern Program. This should be done early in the Fall.

The objectives for PMCD for FY 1974 were valid and were met by the combined efforts of all Division employees. However, continuing increase in the survey activity could not be met with present manpower without a sacrifice in quality or comprehensiveness. Therefore, the survey objective is being changed to:

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"To maintain the number of Position Management and Manpower Utilization Surveys at the FY 1974 level of production."

This will permit greater effort to be expended in improving the quality and comprehensiveness of the product.

Though major responsibilities have been assigned to the Directorates in personnel planning and development, there is a continuing need to monitor their performance. To this end some data display system is needed for ceiling, strength, acquisitions, promotions and separations. Further, as we move toward the single ceiling, it will be necessary to integrate the corresponding data on contract employment. The OP Plans Staff should assist the development of the requisite data display system.

For both career development and manpower planning purposes, it would be useful to have the Agency's occupations classified into some 20-30 affinity groups. The Management Committee has expressed its interest in moving toward this end. I have proposed, therefore, a procedure in response to this interest, since I feel that the identification of the affinity groups will improve the data base for assessment of the changing skills inventory of the Agency.

Finally, I would recommend that other DD/M&S components might like to consider using OP's Internal ADP Resources Allocation and Accountability System as a model for the development of an ADP resource accountability system of their own.

(Signed) F. W. M. Janney

F. W. M. Janney
Director of Personnel

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